DOCUMENT RESUME

ED 090 371 CE 001 208

AUTHOR	Carlson, Norman A.
TITLE	[Using Community Resources to Re-Integrate Ex-Offenders into Society].
INSTITUTION	Department of Justice, Washington, D.C. Federal Prison Industries, Inc.
PUB DATE	15 Mar 74
NOTE	16p.; Remarks before the Annual Recognition Banquet of Job Therapy, Inc. (Seattle, Washington, March 1974)
EDRS PRICE	MF-$0.75 HC-$1.50 PLUS POSTAGE
DESCRIPTORS	Community Agencies (Public); Community Attitudes; *Community Involvement; *Community Programs; *Correctional Rehabilitation; Corrective Institutions; Criminals; Employment Programs; Social Responsibility; Speeches; *Voluntary Agencies

ABSTRACT

A criminal justice system cannot be stronger than its weakest link, and corrections has been the weakest component in our system for far too long. Today's challenge is that of bringing together concerned citizens, public agencies, and private agencies in an effort to create a correctional system that works. Correctional programs can accomplish nothing if there is no place, no work, and no second chance in the community for the ex-offender. Recognition of this situation is bringing about changes in legislation and attitudes, and, most important, the creation of community-based programs, of which Job Therapy is one of the more effective volunteer programs. The Federal system now operates 15 such facilities and has outside contracts for over 100 others. Both Federal and State prisons are critically overcrowded, and, in addition, we now recognize that more than mere incarceration is needed to change or deter offenders. We have a desperate need for better facilities and more, better trained, and better paid personnel so that our correctional system can provide for the human needs of privacy and dignity. This must be coupled with community based, publicly supported programs on a person-to-person basis, so that the ex-offender's intentions to make good can be realized. (SA)

ED 090371

Department of Justice

REMARKS

of

NORMAN A. CARLSON
DIRECTOR, FEDERAL BUREAU OF PRISONS
DEPARTMENT OF JUSTICE

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

BEFORE THE
ANNUAL RECOGNITION BANQUET
of
JOB THERAPY, INC.

OLYMPIC HOTEL
SEATTLE, WASHINGTON

MARCH 15, 1974

CE001208

IT IS A PLEASURE TO BE IN SEATTLE TONIGHT TO SPEAK ON ONE OF THE GREATEST, YET POTENTIALLY MOST REWARDING, CHALLENGES WE HAVE SEEN IN RECENT HISTORY - - BRINGING TOGETHER THE CITIZENS OF THIS NATION WITH DIVERSE PUBLIC AND PRIVATE AGENCIES IN AN EFFORT TO CREATE A CORRECTIONAL SYSTEM THAT WORKS.

AS THE CRIME STATISTICS OF THE PAST FEW YEARS INDICATE, THERE HAS NEVER BEEN A GREATER NEED IN THIS COUNTRY FOR DEVELOPING A CORRECTIONAL SYSTEM THAT IS BOTH HUMANE AND EFFECTIVE. ALARMING AS THOSE CRIME FIGURES MAY BE, THERE ARE INDICATIONS OF SUBSTANTIAL PROGRESS IN CORRECTIONS, MUCH OF IT THANKS TO MEN AND WOMEN LIKE YOURSELVES WHO REALIZE THAT ALL ELEMENTS OF SOCIETY HAVE AN IMPORTANT ROLE TO PLAY IN BRINGING ABOUT THE NECESSARY CHANGES.

FORTUNATELY, INCREASING NUMBERS OF CITIZENS ARE DEVOTING THEIR TIME AND ENERGIES TO ORGANIZATIONS SUCH AS JOB THERAPY. SPURRED BY MOTIVES THAT RANGE FROM THE HUMANITARIAN TO THE PRAGMATIC, MANY AMERICANS ARE BEGINNING TO TAKE NOTE OF THE FACT THAT A CRIMINAL JUSTICE SYSTEM CANNOT BE STRONGER THAN ITS WEAKEST LINK. WITHOUT

A DOUBT, CORRECTIONS HAS BEEN THE WEAKEST COMPONENT IN THIS NATION'S CRIMINAL JUSTICE SYSTEM FOR AN INTOLERABLY LONG TIME.

I SPEAK TONIGHT, OF COURSE, AS ADMINISTRATOR OF THE FEDERAL CORRECTIONAL SYSTEM. BUT I KNOW THAT I SPEAK FOR MANY OF MY COLLEAGUES IN STATE AND LOCAL SYSTEMS AS WELL WHEN I COMMEND YOU ON THE VALUABLE WORK WHICH IS BEING DONE BY JOB THERAPY AND SIMILAR VOLUNTEER PROGRAMS THROUGHOUT THE COUNTRY.

THE EFFORTS OF JOB THERAPY TO FIND EMPLOYMENT FOR EX-OFFENDERS AND THE MAN-TO-MAN PROGRAM ARE TWO OUTSTANDING EXAMPLES OF THE KIND OF CONTRIBUTION TO CORRECTIONS THAT MOST PROPERLY COMES FROM CONCERNED CITIZENS OF THIS COUNTRY.

AS WE WORK TO BRING STRENGTH TO A CORRECTIONAL SYSTEM THAT HAS BEEN WEAKENED BY DECADES OF APATHY AND NEGLECT, EACH OF US CAN PLAY A VARYING, YET EQUALLY IMPORTANT, ROLE. WHILE PROFESSIONAL CORRECTIONAL ADMINISTRATORS AND CITIZENS SHARE A COMMON GOAL - - THAT OF

MAKING CORRECTIONS CATCH UP WITH THE REALITIES OF THE 20TH CENTURY - - WE OFTEN FIND THAT DAY-TO-DAY PRESSURES DICTATE A DIFFERENT ORDERING OF PRIORITIES. THE INNOVATIVE AND WORTHWHILE EFFORTS OF YOUR ORGANIZATION ARE OF A TYPE THAN CAN ONLY SUCCESSFULLY COME FROM THE PRIVATE SECTOR. OFFENDERS AND EX-OFFENDERS ALIKE ARE OFTEN SUSPICIOUS OF THOSE WHO WORK FOR GOVERNMENT AGENCIES AND FREQUENTLY ARE MORE RECEPTIVE TO EFFORTS FROM CONCERNED REPRESENTATIVES OF THE COMMUNITY AT LARGE; MEN AND WOMEN WHO SPEAK NOT IN AN OFFICIAL CAPACITY BUT AS YOU DO . . . MAN-TO-MAN . . . PERSON-TO-PERSON. THERE IS A PRESSING NEED FOR THOSE WHO PUT INTO DAILY PRACTICE THE GOLDEN RULE THAT SO MANY OTHERS SIMPLY TALK ABOUT.

WARDEN RAUCH OF THE U. S. PENITENTIARY, MC NEIL ISLAND, WASHINGTON, AND HIS STAFF JOIN ME IN EXPRESSING APPRECIATION TO JOB THERAPY FOR THE FINE WORK THAT HAS BEEN DONE AT OUR FEDERAL FACILITY, BOTH IN THE M-2 PROGRAM AND IN JOB PLACEMENT.

THERE ARE CURRENTLY OVER 100 SPONSORS MATCHED WITH INMATES IN THE M-2 PROGRAM AT MC NEIL ISLAND. WE ARE

EXTREMELY GRATEFUL FOR THEIR EFFORTS TO OPEN THE LINES OF COMMUNICATION BETWEEN THE COMMUNITY AND THESE OFFENDERS, MANY OF WHOM HAVE NO FAMILY OR WHOSE FAMILIES LIVE LONG DISTANCES AWAY. THE SPONSORS HAVE GONE OUT OF THEIR WAY NOT ONLY TO PROVIDE HELP AND UNDERSTANDING TO THE MEN AT MC NEIL ISLAND BUT ON FREQUENT OCCASIONS HAVE PROVIDED TRANSPORTATION, FOOD, TEMPORARY LODGING AND OTHER ASSISTANCE TO OFFENDERS' FAMILIES.

THE RESPONSE IN JOB PLACEMENT FOR MEN LEAVING MC NEIL ISLAND HAS BEEN EQUALLY GRATIFYING. MANY SPONSORS HAVE ACTED AS GO-BETWEENS, FINDING JOBS AND SETTING UP INTERVIEWS WITH PROSPECTIVE EMPLOYERS, AND SOME HAVE EVEN PROVIDED WORK FOR EX-OFFENDERS IN THEIR OWN BUSINESSES. SO IT IS NO EXAGGERATION WHEN I SAY THAT JOB THERAPY IS ONE OF THE MORE EFFECTIVE VOLUNTEER PROGRAMS NOW BEING CONDUCTED IN ANY CORRECTIONAL SYSTEM THAT I KNOW OF.

I CAN'T STRESS THE IMPORTANCE OF EX-OFFENDERS FINDING WORK IN THE COMMUNITY. WITHOUT SOME PLACE TO GO - - WITHOUT SOME CONCERNED CITIZEN BEING WILLING TO PROVIDE THAT SECOND CHANCE - - ALL CORRECTIONAL PROGRAMS ARE FOR

NAUGHT. NOT ALL EX-OFFENDERS MAKE IT. BUT I AM CONVINCED THAT THE VAST MAJORITY OF THOSE WHO FAIL, LEAVE OUR INSTITUTIONS WITH THE FULL INTENTION OF MAKING GOOD ON THE OUTSIDE. UNFORTUNATELY, ALL TOO FREQUENTLY IT'S THE SAME OLD STORY. THEY RUN INTO TROUBLE GETTING BONDING OR DRIVERS' PERMITS OR THEY RUN AFOUL OF UNFAIR AND ARCHAIC EMPLOYMENT RESTRICTIONS THAT SHUT OFFENDERS OFF FROM CERTAIN OCCUPATIONS.

SIMILAR PROBLEMS HAVE ALSO AFFECTED OFFENDERS WHO MIGHT HAVE BENEFITED FROM WORK RELEASE AND SIMILAR COMMUNITY-BASED PROGRAMS. FOR EXAMPLE, EXECUTIVE ORDER 325, ISSUED IN 1905 BY PRESIDENT THEODORE ROOSEVELT, WAS FINALLY RESCINDED ON DECEMBER 29, 1973 - - NEARLY 70 YEARS LATER. IT PROHIBITED THE EMPLOYMENT OF OFFENDERS BY FIRMS WHO PERFORM FEDERAL CONTRACT WORK. DESIGNED TO PREVENT ABUSES OF INMATE LABOR, IT EVENTUALLY BECAME A HINDERANCE TO CORRECTIONS RATHER THAN A HELP. FORTUNATELY SUCH RESTRICTIONS AND COMMUNITY PREJUDICES ARE CHANGING, OFTEN THANKS TO THE WORK OF CITIZENS AND ORGANIZATIONS LIKE JOB THERAPY.

WITHOUT CITIZEN INVOLVEMENT, TALK ABOUT CORRECTIONAL CHANGE IS MEANINGLESS. OFFENDERS USUALLY REPRESENT THE FAILURE OF SOME OR ALL OF THE INSTITUTIONS IN SOCIETY - - THE HOME, THE SCHOOL, AND THE CHURCH. SO IT IS WITH SOCIETY, AS WELL AS THEMSELVES, THAT THEY MUST COME TO TERMS. THIS CANNOT TAKE PLACE WHEN THEY ARE KEPT IN A VACUUM AND DOORS ARE SLAMMED SHUT. IT CAN ONLY OCCUR WHEN THERE IS POSITIVE INTERACTION BETWEEN THE COMMUNITY AND THE OFFENDER. THAT INTERACTION MUST START BEFORE THE OFFENDER'S RELEASE.

WE CAN SEE MANY EXAMPLES OF INNOVATIVE PROGRAMS IN CORRECTIONS TODAY AND I AM CONFIDENT THAT THERE WILL BE AN EVEN GREATER INCREASE IN THE DECADES AHEAD.

AMERICANS, ALARMED BY THE SPIRALLING CRIME RATE OF THE 60s AND AWAKENED BY THE TRAGEDY AT ATTICA, ARE FINALLY BEGINNING TO LEND CORRECTIONS THE KIND OF SUPPORT THAT HAS FOR SO LONG BEEN NEEDED.

ONE PROMISING DEVELOPMENT HAS BEEN THE CREATION OF COMMUNITY-BASED PROGRAMS, MANY OF WHICH DEPEND ON VOLUNTEERS AND SOME WHICH SUCCESSFULLY UTILIZE THE ASSISTANCE OF EX-OFFENDERS WHO CAN RELATE

MEANINGFULLY TO MEN AND WOMEN WHO RUN AFOUL OF THE LAW.

I THINK THAT A FUNDAMENTAL OBJECTIVE OF THE CRIMINAL JUSTICE SYSTEM SHOULD BE TO SHIELD OFFENDERS FROM ITS CORROSIVE EFFECTS OF INCARCERATION WHEREVER POSSIBLE. IN THIS REGARD SOME OF THE EXISTING AND PROPOSED DIVERSION PROGRAMS HAVE GREAT MERIT, ESPECIALLY THOSE DEALING WITH JUVENILES AND FIRST OFFENDERS.

ONE EXAMPLE OF WHICH MY WIFE AND I KNOW PERSONALLY IS A FOSTER HOME PROGRAM FOR JUVENILE OFFENDERS IN FAIRFAX COUNTY, VIRGINIA, A SUBURB OF WASHINGTON, D. C. INSTEAD OF PLACING MANY OF THESE YOUNGSTERS IN JAILS OR OTHER LOCAL DETENTION FACILITIES, THEY ARE TEMPORARILY LODGED WITH RESIDENTS OF THE COMMUNITY WHO CAN OFTEN PROVIDE HELP AND UNDERSTANDING IN ADDITION TO A FAMILY ENVIRONMENT. LATER THE YOUNGSTERS ARE REFERRED TO APPROPRIATE AGENCIES OR ORGANIZATIONS IN THE COUNTY THAT CAN PROVIDE THE SUPPORT SERVICES THAT THEY NEED TO DEAL WITH THEIR PROBLEMS. THE THRUST IS ON KEEPING THE YOUNGSTERS OUT OF INSTITUTIONS WHENEVER POSSIBLE.

IN THE FEDERAL SYSTEM WE HAVE SIGNIFICANTLY INCREASED

THE USE OF COMMUNITY RESOURCES SINCE 1961 WHEN WE OPENED OUR FIRST THREE COMMUNITY TREATMENT CENTERS. TODAY WE OPERATE 15 SUCH FACILITIES OURSELVES AND HAVE CONTRACTS WITH OVER 100 STATE, LOCAL, AND PRIVATE COMMUNITY-BASED AGENCIES. LAST FISCAL YEAR WE TRANSFERRED APPROXIMATELY 3500 FEDERAL OFFENDERS TO THESE FACILITILS AND DURING THE CURRENT FISCAL YEAR WE EXPECT TO REACH THE 4000 MARK. IN THE FUTURE WE HOPE TO EXPAND THIS PROGRAM EVEN FURTHER TO PROVIDE THIS IMPORTANT TRANSITION STEP FOR ALL FEDERAL OFFENDERS WHO NEED ASSISTANCE AND SUPPORT. IN ADDITION, WE HAVE HAD AUTHORITY SINCE 1972 TO TAKE IN PROBATIONERS AND PAROLE VIOLATORS AS AN ALTERNATIVE TO PLACING THEM IN INSTITUTIONS. MANY SUCH INDIVIDUALS NEED TEMPORARY SUPERVISION BUT DO NOT NEED TO BE INCARCERATED INSTITUTIONS.

I FEEL COMPELLED - - BECAUSE OF THE CONTINUING EXHORBITANT CLAIMS ON THE PART OF A HANDFUL OF COMMUNITY TREATMENT ADVOCATES - - TO POINT OUT THAT THERE ARE NO SIMPLISTIC SOLUTIONS TO THE COMPLEX CORRECTIONAL PROBLEMS THAT FACE ALL OF US IN THE CRIMINAL JUSTICE SYSTEM.

UNQUESTIONABLY COMMUNITY-BASED PROGRAMS HAVE GREAT POTENTIAL AND VALUE FOR CORRECTIONS - - IF DEVELOPED WISELY. BUT THOSE WHO VIEW THEM AS A CURE-ALL SUFFER FROM A MYOPIC VIEW OF THE PROBLEMS THAT CONFRONT US.

THE FEDERAL BUREAU OF PRISONS SEVERAL YEARS AGO, AFTER AN ASSESSMENT OF CORRECTIONAL NEEDS, DEVELOPED A BUILDING PROGRAM WHICH HAS SINCE COME UNDER FIRE FROM SEVERAL INDIVIDUALS AND ORGANIZATIONS WHO CLAIM THAT INSTITUTIONS ARE INHERENTLY EVIL AND CANNOT POSSIBLY WORK.

THE FEDERAL PRISON POPULATION IS CURRENTLY 23,300, SOME 3400 MORE THAN EXISTING INSTITUTIONS WERE DESIGNED TO ACCOMMODATE. THE RECENT RATE OF INCREASE HAS BEEN 1000 A YEAR AND IS COMPOUNDED BY THE FACT THAT OFFENDERS REFERRED TO US ARE CRIMINALLY MORE SOPHISTICATED THAN THOSE COMMITTED 10 OR 15 YEARS AGO. THE MOST NOTABLE INCREASE IS IN THOSE CONVICTED OF ARMED BANK ROBBERY. THEY NOW CONSTITUTE NEARLY 20 PER CENT OF THE FEDERAL PRISON POPULATION. IT IS NO EXAGGERATION WHEN I SAY THAT CRITICAL OVERCROWDING IS OUR NUMBER ONE PROBLEM TODAY. I KNOW THAT MANY STATE SYSTEMS ARE HAVING THE SAME PROBLEM.

WHEN WE UNDERTOOK THE PRESENT BUILDING PROGRAM WE HAD THREE OBJECTIVES IN MIND. THESE WERE TO:

(1) REDUCE THE CRITICAL OVERCROWDING FOUND IN EXISTING INSTITUTIONS RESULTING FROM THE SUBSTANTIAL INCREASE IN COMMITMENTS FROM FEDERAL COURTS,

(2) TO PROVIDE SMALLER INSTITUTIONS WITH ENVIRONMENTS DESIGNED TO FACILITATE CORRECTIONAL PROGRAMS AND MEET THE HUMAN NEED FOR PRIVACY AND DIGNITY, AND

(3) TO EVENTUALLY REPLACE OUR LARGE, ANTIQUATED PENITENTIARIES, THREE OF WHICH WERE OPENED PRIOR TO 1900.

THE EFFORTS BY A FEW PEOPLE TO BLOCK SORELY-NEEDED AND LONG OVERDUE REPLACEMENTS OF CORRECTIONAL INSTITUTIONS IN THE FEDERAL, AS WELL AS STATE, SYSTEMS CAN BE VIEWED ONLY AS DETRIMENTAL TO THE DEVELOPMENT OF A BALANCED CORRECTIONAL SYSTEM.

NOT ALL OFFENDERS CAN BE PLACED IN COMMUNITY TREATMENT PROGRAMS. CLAIMS THAT 90 TO 95 PER CENT OF THOSE INCARCERATED SHOULD BE IMMEDIATELY PLACED IN THE COMMUNITY

ARE AT BEST UTOPIAN - - AT WORST PATENTLY MISLEADING.

WE ALL WISH WE LIVED IN A UTOPIAN SOCIETY THAT HAD NO NEED FOR POLICE, COURTS, AND PRISONS. IT WOULD BE WONDERFUL IF EVERY CITIZEN OBEYED THE LAW AND NO ONE PREYED ON HIS FELLOW MAN. BUT UNFORTUNATELY I DON'T THINK WE'RE GOING TO SEE A SOCIETY LIKE THAT - - AT LEAST NOT IN THE LIFETIMES OF THOSE OF US GATHERED HERE TONIGHT.

IN TRYING TO UNDO OUR MISTAKES OF DECADES PAST, WE ARE FACED WITH A CHALLENGE OF ENORMOUS COMPLEXITY. THERE WILL BE A DEMAND FOR INNOVATORS AS WELL AS DEDICATED AND HARD-WORKING PROFESSIONALS AND CITIZENS TO DO THE SPADE WORK. THERE WILL NOT BE ROOM FOR POLLYANNAS, OR THOSE WHO THINK THAT COMPLEX PROBLEMS WILL VANISH WITH THE SNAP OF A FINGER. CLAIMS THAT CORRECTIONAL PANACEAS HAVE BEEN DISCOVERED CAN ONLY HAVE A NEGATIVE EFFECT ON PROGRESS IN CORRECTIONS. SUCH CLAIMS CREATE PROBLEMS AND THEY SOLVE NOTHING. ATTEMPTS TO DEVELOP INNOVATIVE COMMUNITY ALTERNATIVES TO INCARCERATION ARE ALSO ILL SERVED BY OVERZEALOUS AND INAPPROPRIATE REFERRAL OF OFFENDERS. PUBLIC SUPPORT FOR CORRECTIONAL INNOVATION

IS UNDERSTANDABLY WEAKENED EACH TIME A RAPE, MURDER, OR ROBBERY IS COMMITTED IN THE COMMUNITY BY AN OFFENDER WHO SHOULD HAVE BEEN PLACED IN AN INSTITUTION BECAUSE OF A HISTORY OF SUCH BEHAVIOR.

IF THERE IS ONE COMMON DEPARTURE POINT FOR US, I THINK IT MAY BE IN AGREEING THAT VIRTUALLY ALL PAST EFFORTS AT DEVISING AN EFFECTIVE CORRECTIONAL SYSTEM HAVE BEEN INEFFECTIVE. MANY OF OUR CORRECTIONAL SYSTEMS ARE MIRED IN TRADITION AND SOLIDLY BURIED UNDER TONS OF BRICK AND STEEL INSTITUTIONS THAT WERE BUILT IN AN ERA WHEN IT WAS THOUGHT THAT INCARCERATION ALONE WAS ALL WE NEEDED TO CHANGE OR DETER OFFENDERS.

WITH FEW EXCEPTIONS, OUR LOCAL JAILS ARE A NATIONAL DISGRACE. THEIR ATMOSPHERES ARE OFTEN SO OPPRESSIVE THAT REHABILITATION IS IMPOSSIBLE. MOST HAVE FEW IF ANY PROGRAMS OR RESOURCES TO HELP OFFENDERS DEAL WITH THEIR PROBLEMS IN THE COMMUNITY. YET IT IS AT THE LOCAL LEVEL, ESPECIALLY DURING THE INITIAL ENCOUNTER WITH THE CRIMINAL JUSTICE SYSTEM, THAT THE OFFENDER MOST NEEDS AND CAN BENEFIT FROM THIS KIND OF ASSISTANCE.

OUR FORTRESS-TYPE PRISONS ARE NOT MUCH BETTER THAN OUR JAILS AND ARE A LEGACY FROM AN ERA WHEN INSTITUTIONS WERE CONSTRUCTED AS HUMAN WAREHOUSES -- DESIGNED TO CONTAIN THE REJECTS OF SOCIETY, BUT DO LITTLE ELSE. THESE ARCHAIC, DEPRESSING FACILITIES ARE GREAT FOR KEEPING OFFENDERS OUT OF THE PUBLIC EYE TEMPORARILY. THEY WERE USUALLY CONSTRUCTED IN RURAL LOCATIONS FOR EXACTLY THAT REASON.

MANY CITIZENS, HOWEVER, FAILED TO GRASP THE FACT THAT 98 PERCENT OF OFFENDERS RETURN TO THE STREETS AFTER COMPLETION OF SENTENCES, OFTEN BRINGING WITH THEM THE SPPCIAL KIND OF HOSTILITY AND BITTERNESS THAT MEN ACQUIRE AFTER BEING KEPT IDLE AND BEING FORCED TO SHARE A CAGE WITH SIX OR EIGHT OTHER MEN FOR MONTHS OR EVEN YEARS.

IF WE WANT TO IMPROVE CORRECTIONS, THE OLD JAILS AND PRISONS THAT STRIPPED MEN OF PRIVACY AND DIGNITY MUST BE REPLACED WITH SMALL, MODERN INSTITUTIONS THAT PROVIDE A HUMANE ENVIRONMENT. SOME PEOPLE SAY THAT THE DAY OF THE CORRECTIONAL INSTITUTION IS PAST. IF THEY WERE

(Retyped at the ERIC Clearinghouse on Career Education because of illegibility of the original copy.)

SIMPLY REFERRING TO THE TRADITIONAL FORTRESS PRISONS, I WOULD FULLY AGREE WITH THEM. THE TRUTH IS THAT THE DAY OF NEW INSTITUTIONS WITH INNOVATIVE TREATMENT PROGRAMS HAS BARELY BEGUN.

CORRECTIONS OF ALL VARIETIES HAS A DIRE NEED FOR MOTIVATED AND WELL-TRAINED STAFF. AND WE AREN'T GOING TO GET ENOUGH OF THOSE MEN AND WOMEN UNLESS SALARIES ARE INCREASED SUFFICIENTLY TO ATTRACT AND HOLD THEM.

THIS IS AS TRUE IN COMMUNITY BASED PROGRAMS AS IT IS IN INSTITUTIONS. PROBATION AND PAROLE OFFICERS MUST BE CAREFULLY SELECTED AND APPOINTED BASED ON PROFESSIONAL QUALIFICATIONS AND SHOULD BE GIVEN CASELOADS NO LARGER THAN THEY CAN REASONABLY BE EXPECTED TO SUPERVISE. SALARIES MUST BE COMMENSURATE WITH RESPONSIBLITIES. I KNOW THAT MY GOOD FRIEND AND COLLEAGUE, JESS MINCKS, THE CHIEF U. S. PROBATION OFFICER HERE IN SEATTLE WILL AGREE. I THINK THAT THE STATE OF WASHINGTON AND THE FEDERAL PROBATION SERVICE ARE MOST FORTUNATE TO GET THE CALIBER OF PROFESSIONALS THAT THEY GET IN THIS VITAL AREA OF CORRECTIONS.

AS WE MOVE AHEAD INTO THE FINAL QUARTER OF THE 20TH CENTURY IT IS IMPERATIVE THAT WE BEAR IN MIND THE NEED TO BALANCE ALL COMPONENTS OF OUR CRIMINAL JUSTICE SYSTEM. JUST AS THE TOTAL SYSTEM NEEDS BALANCE, SO DOES CORRECTIONS. A BALANCED CORRECTIONAL SYSTEM SHOULD REPRESENT THE MOST EFFECTIVE INNOVATIONS WE CAN DEVISE IN INSTITUTIONAL PROGRAMS AS WELL AS THE BEST THAT CAN BE DEVELOPED IN THE COMMUNITY. TO ADVOCATE ANYTHING LESS THAN A BALANCED SYSTEM IS A DISSERVICE. AFTER DECADES OF NEGLECT, CORRECTIONS CLEARLY DESERVES SOMETHING BETTER. WITH THE CONTINUED UNDERSTANDING AND SUPPORT OF DEDICATED CITIZENS, I AM CONFIDENT WE CAN ACHIEVE THAT GOAL.